THE UNITED STATES DEPARTMENT OF ENERGY

THE LABORATORY INSTITUTIONAL PLANNING PROCESS

2002 CYCLE
INSTRUCTIONS
FOR THE
FY 2003 - 2007 INSTITUTIONAL PLANS

March 2002
Office of Laboratory Policy, SC-7

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INTRODUCTION TO INSTITUTIONAL PLANNING

PREFACE

These instructions for the 2002 Institutional Planning cycle describe the elements of the Institutional Planning Process. The instructions also define any specific requirements for the development of the Laboratory FY 2003 - FY 2007 Institutional Plans and related information.

Each year the Institutional Planning Working Group [consisting of senior planning officers from the laboratories, representatives from the responsible Operations Offices, and institutional planning contacts for the Cognizant Secretarial Officers (CSOs)] meets to review the experience of the prior year's institutional planning cycle and to recommend improvements in the Process and its documentation. These instructions reflect the recommendations of the 2002 Institutional Planning Working Group.

The following are changes to the instructions from the 2001 cycle:

?? **The Plan's Strategic Planning section should describe how the laboratory intends to develop specific deliverables in programmatic research. Guidelines being developed by HQ/DOE on the Department's Strategic Plan should be incorporated in the laboratory's Strategic Plan. In addition, Laboratories can tie their major initiatives, strategic objectives, etc., on the overarching national security mission.**

?? **Laboratories can use their own discretion, due to security concerns, in describing initiatives, programs, WFO, LDRD, ISSM, etc. Laboratories should be mindful of security pertaining to intellectual property management, technology transfer and economic development sections of the Institutional Plan. Further guidance is included in Institutional Plan Content, in Section 3. Security, Intelligence and Nonproliferation, page 11.**

?? **Laboratories need to upgrade the Site & Facilities Section as a new chapter based on the instructions contained in this guidance. At the laboratory On-Site Reviews SC management will ask each laboratory to describe their vetting process for identifying and prioritizing infrastructure modernization projects.**

?? **For On-Site Reviews laboratories should:**

- **Plan on a focus group for the Director of Science to meet with users to discuss the laboratory SPF and user insight for ways the laboratory could meet priorities and improve services to users.**
- **Schedule a working lunch for the Director of Science to meet with students.**
- **Include Science Education as a topic on the laboratory On-Site Review agenda.**

?? **The Human Resources section should be changed to "Human Capital."**

?? **Dates for on-site reviews will try to coincide more with laboratories planning cycle.**

Revisions to last year's instructions should be incorporated in this year's planning cycle and are listed below as a reminder.

?? **A more integrated infrastructure section as it relates to the science mission of the laboratory. This should convey how infrastructure is a very real part of the laboratory's future ability to carry out is strategic science direction and preservation of the laboratory's workforce.**

?? **The inclusion of a more robust Environmental Quality section that addresses the Environmental Quality portfolio's findings and gaps.**

- **If Laboratory Profiles are attached as an appendix of the Institutional Plan, laboratories should ensure that the funding by mission area reflects resources in their Plan. The graph on metrics and cost multipliers also should be deleted from the Profile.**

- **A more issue-oriented on-site review with the DOE Caucus scheduled for the day before the On-Site.**

Requirements for supplemental information that should be sent along with the Draft Institutional Plan are contained in the 2002 Institutional Planning Cycle Supplemental Information to the FY 2003 – 2007 Laboratory Institutional Plans, March 2002.

The instructions are organized into three sections. This first section describes the elements and purpose of the Institutional Planning Process. The second defines the specific content and format requirements for the draft and final Institutional Plans. The last establishes specific requirements for the Laboratory On-Site Reviews. Also included is an Appendix that outlines organizational roles in institutional planning and provides examples of table and chart formats.

THE INSTITUTIONAL PLANNING PROCESS

The Institutional Planning Process is a Departmental oversight mechanism for the Laboratories. It establishes the Laboratory baseline plan for the future and guides the development of other Laboratory plans. The Plans include an overview of the Laboratory as an institution, including mission, strategic plan, issues, scientific initiatives and operations. The Plans also include resource tables for the laboratory for the implementation year (FY 2002), the budget year (FY 2003), the planning year (FY 2004), and beyond (through FY 2007).[1]

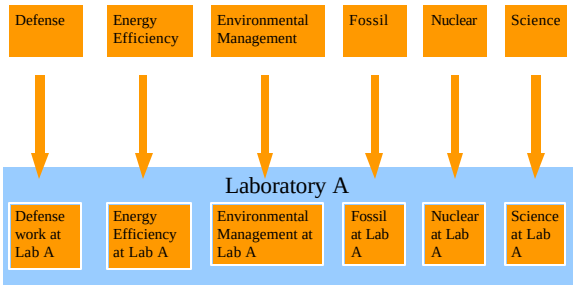
Purpose of Institutional Planning

Unlike most planning and budgeting systems of the Department, Institutional Planning is laboratory-centered rather than program-centered. The Institutional Planning Process provides a means for the Department to focus on each Laboratory as an institution (rather than simply a collection of programs) and to review its mission, its health and vitality as an institution, and its plans for the future. The Department's approval of a Laboratory's Institutional Plan indicates that the Laboratory's mission, vision and strategic plan are generally well aligned with Departmental needs and plans.

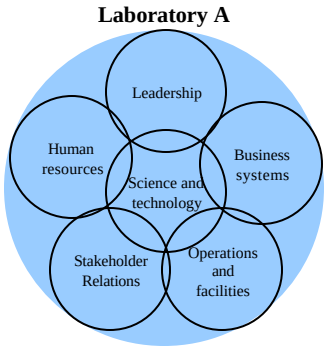
Institutional Planning broadly focuses on the laboratory as an Institution; and, as such, that affect the whole organization's health and future prospects. In doing so the process considers the scientific and technical mission, capabilities and competencies, but also the management, human capital and infrastructure of a laboratory.

The annual Institutional Planning Process provides a forum for DOE and the Laboratory contractor and management to address plans, issues and programmatic initiatives in the context of the Laboratory as an institution.

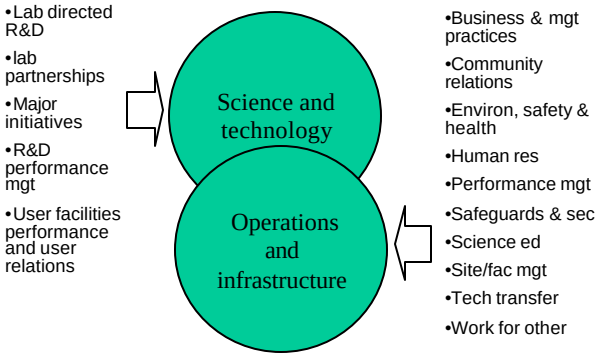
Typical Program Planning and Budgeting Perspective



Institutional point of view



Integrated Planning



[1] Data for FY 2002 are mid-year estimates. Resource projections are for planning purposes only and do not directly correlate with Department of Energy outyear budget plans.

The Planning Process
The Institutional Planning Process is on an annual cycle but should be viewed as a continuous process. The major steps in the annual cycle, summarized below, are shown with the time frame for a typical year's institutional planning.

Table 1

Typical Institutional Planning Schedule

January	Secretary issues policy guidance (as needed) and DOE Strategic Plan update begins.
Jan-Mar	Institutional Planning Working Group Meeting Director, Office of Science issues Process instructions
May 1-30	Laboratories submit Draft Plan to Headquarters and Operations Offices
June	Operations Office Managers and Program Secretarial Officers submit comments on Draft Plan to the Cognizant Secretarial Officers
June-Oct	Laboratory On-Site Reviews
June-Oct	Cognizant Secretarial Officers report on the On-Site Reviews.
July	Cognizant Secretarial Officers participate in corporate review of the budget, and when applicable introduce institutional considerations
Nov-Dec	Laboratories submit Final Institutional Plans to Headquarters.

Issuing the Planning Instructions

The Director, Office of Laboratory Policy (SC-7), chairs the Institutional Planning Working Group. The Working Group reviews the experience of the prior year's institutional planning cycle and recommends improvements in the Process and its documentation. Following the Working Group meeting, instructions are prepared and issued by the Director, Office of Laboratory Policy, Office of Science. Each CSO carries out the Process within the framework established by these instructions.

Preparing and Reviewing the Draft Plans

Laboratories propose the nature and level of their future activities in the Draft Institutional Plan. Laboratory management presents their best estimate of future R&D activities based on policy issued by the Secretary, guidance from the Director of the Office of Science and the other CSOs, information from the DOE Strategic Management System, and input from Program Secretarial Offices (PSOs).). In the Draft Institutional Plan each laboratory presents its goals, objectives, strategies, and tactical activities that are aligned with the Department's Strategic Plan (With this being a transition year, laboratories should prepare their strategic plan based on forthcoming guidance from HQ/DOE)

The Draft Plan identifies priority issues and initiatives to be discussed with the CSO at the On-Site Review. The Draft Plan also communicates the Laboratory's strategic plan including performance objectives for science and technology and for management and operations functions, significant new thrusts or changes in programs or technical areas, and initial projections of program funding. The Draft Plans are transmitted electronically via the Internet to the CSO, other Headquarters Organizations, and the Operations Offices/Site Offices. The Laboratory asks all appropriate DOE offices to review and comment on the Plan. CSOs and PSOs review the Draft Plans to determine if they are consistent with the Department's strategic management system and program planning. Comments on the Plan by Headquarters and the Operations Offices/Site Offices are consolidated by the CSO and provided to the Laboratory subsequent to the On-Site Review.

On-Site Reviews

An Institutional Planning On-Site Review is held at the Laboratory following the Headquarters review of the Draft Plans and, when possible, before the decision phase of the corporate review of the Department's budget. The On-Site Review is conducted by the CSO with the participation of PSOs and program managers that have major program activities at the Laboratory, the Operations Office Manager/Site Office Manager, the Operating Contractor, and the Laboratory Director.

The structure of an On-Site Review consists of: a DOE Caucus with the Operations Office/Site Office attended only by DOE personnel; the Laboratory Review, attended by Headquarters, Operations Office/Site Office, and Laboratory personnel; and, when necessary, an Executive Session attended by the senior manager present from each organization. The Laboratory presents its strategic view and issues and initiatives important to the Laboratory in an established context. Guidance from Headquarters is provided to the Laboratory during the review. The Executive Session provides an opportunity to discuss sensitive issues such as human capital and Laboratory performance toward implementing appraisal recommendations and contractual issues.

Report on On-Site Review

The CSO sends a letter to the Laboratory summarizing guidance and action items resulting from the On-Site Review. This letter contains preliminary approval of the Draft Plan as the Final Plan conditional on responses to substantive comments provided by DOE/HQ and the Operations Office/Site Office. Approval for planning purposes indicates that the Plan presents Laboratory activities desired by the Department; that mission assignments are appropriate for the Laboratory; and that the Laboratory's plan for its future is appropriate. For the laboratories that report to the Office of Science, the letter will also convey whether the level of Work for Others is approved for FY 2002. This letter from the CSO through the Operations Office/Site Office manager to the Laboratory Director communicates approval of the Institutional Plan.

Input to the Budget Process (when applicable)

Results of each On-Site review are considered during the review of the corporate budget and the performance plan and provided to the Secretary as appropriate. The information gathered from the Draft Plan and the On-Site Reviews assists Secretarial Officers in the Department's internal budget process. The presentation of initiatives and issues with their associated resources in the Draft Plan provides a basis for analysis and resolution of major decisions that may affect the Department's budget and performance plan. The On-Site Reviews and the final plans can provide information to Secretarial Officers that may be used in decision making before the issuance of final decisions and the Secretary's 5-year Budget and Performance Plan Guidance.

Preparing, Reviewing and Approving the Institutional Plan

Using the Draft Plan as a baseline, the Laboratory integrates guidance from the On-Site Review and the latest program guidance to develop the Final Institutional Plan. The Final Plan is due usually three months after the On-Site Review. The Operations Office/Site Office has responsibility to see that the Final Plan addresses comments received (see Table 9 on page 27) from the CSO, PSOs and program managers.

Input to the Strategic Planning Process

After having its Institutional Plan approved, the Laboratory sends copies of its Final Plan to the PSOs. This input may be used in the development of Assistant Secretary level strategic plans and Multi-Year Program Plans.

CONTENT OF THE INSTITUTIONAL PLAN

The format below is suggested to the Laboratories for the development of their FY 2003 - FY 2007 Institutional Plans. The Laboratories may vary from the suggested format if the resulting Plan (1) includes, in one form or another, the principal elements described in this section; (2) represents the Laboratory's best judgement as to how to present the Laboratory's strategic plan and the integration of all other planning; and (3) is consistent with guidance from the CSO.

For some laboratories past Institutional Plans were the most comprehensive single-document descriptions of the laboratory published, and the new format may not satisfy needs of some customers. If the Laboratory determines that important customer needs won't be met with the shorter format, it may include additional information to its Institutional Plan as necessary.

The Institutional Plan of the laboratory must be consistent and supportive of the goals, objectives and strategies of the current DOE Strategic Plan. This year the recommended format in these instructions parallels the Secretary's major functions for the Department, OMB's investment criteria and concurrent drafts of the DOE Strategic Plan.

Additionally, the Institutional Plan should be guided by the other DOE strategic management and planning documents. These include the vision, goals, objectives and commitments described in the Secretary's Performance Agreement with the President (when available), the Department's Annual Performance Plan for FY 2002, DOE program office plans and strategic documents. Links to DOE planning documents and objectives should be made throughout the relevant sections of the Institutional Plan.

Existing Laboratory plans; documents, and information and data sources should be referenced throughout the Institutional Plan, wherever applicable, in sufficient detail to allow the reader to obtain the information.

Although a Laboratory may use its judgement about the amount of detail and organization provided, all applicable tables and charts must be included. Data tables and charts are shown by bold print and their formats are defined in the Format Appendix.

Supplemental Information to the FY 2003 – 2007 Laboratory Institutional Plans[2] contains a separate set of data that was previously included in the Institutional Plans and is not contained elsewhere. Ultimately separate "data channels" must be established for continued submission of these data to DOE. However, until these channels are established, the Supplemental Information document is necessary.

The Institutional Plan is submitted to Headquarters in two versions during the annual planning cycle, as a Draft Plan and as the Final Institutional Plan. The Draft Plan is not made available to the public but is for internal review and comment only. It should be marked "Draft Material - For Internal Agency Use Only." The statement, "This document does not contain final Agency decisions or opinions and is not releasable under the Freedom of Information Act," should be included at the beginning of the document.

Draft Plans should be made available to DOE Headquarters in an electronic format. The laboratory may choose to either (1) place the Draft Plan on its web server or (2) transmit it electronically in PDF format to HQ for inclusion on a special web site where Headquarters personnel may review Draft plans.

Laboratories have the option of using the World Wide Web as the vehicle for displaying their final FY 2003 - FY 2007 Institutional Plans based on their own security concerns.

I. The Laboratory Director's Statement

This provides the Laboratory Director's preface to the Plan.

II. Laboratory Mission and Roles

A discussion of the mission, roles and core competencies of the Laboratory should be part of this section. The Laboratory should focus its mission, roles and competencies and distinctively describe them to differentiate them from other DOE Laboratories.

[2] FY 2001 Institutional Planning Cycle – Supplemental Information to the FY 2002 – 2006 Laboratory Institutional Plans, Office of Laboratory Policy, SC-7 (March 2001)

Mission: The mission statement describes the purpose the Laboratory serves in carrying out the Department's mission. The Laboratory mission should be defined concisely and be consistent with the roles assigned to the Laboratory.

The adequacy of a mission statement can be determined as follows:

- Does it tell what our job is, what needs we are trying to fill, for whom, how?

- Does it define the Laboratory's primary focus or strategic thrust?

- Does it reflect core competencies and distinctive competence?

- Is it clear whom we regard as the Laboratory's main customers (e.g., DOE, others)?

Roles: Briefly discuss the roles in mission areas described in "Table 1. Applied Mission Roles of DOE's Multiprogram Laboratories," of Strategic Laboratory Missions Plan - Phase I.[3]

Briefly discuss the role of the laboratory as it applies to how the DOE laboratories are operating as a system. Discussion of notable interlaboratory cooperation and laboratory system integration at relevant points in the Institutional Plan is very valuable. A reference should be included where the reader will find examples or further discussion of laboratories collaborating on projects.

Core Competencies: For the purposes of institutional planning, a core competency is a distinguishing integration of capabilities that enable an organization to deliver mission results and products to its customers.[4] The Laboratory should indicate its specific competency in a few major technologies or technical areas.

III. Laboratory Scientific and Technical Vision and Strategic Plan

The vision and strategic plan describe the Laboratory's science and technology plan for the next 20 years. It describes the Laboratory's vision, planned future development, and areas of major science and technology thrust. Included in the strategic plan are the objectives or strategies that the laboratory is committed to achieve and upon which the laboratory's performance should be measured.

Laboratories are free to present their vision and strategic plan in the order and format that they think best. The following are suggested elements of a strategic plan:

?? Situational analysis
?? Vision and strategic goals
?? Strategic objectives
?? Strategic issues
?? Strategies

This section can cover the four functions outlined by the Secretary, 1) national security; 2) environmental quality; 3) science and technology; and 4) energy resources. In addition, the laboratory should describe how they intend to develop specific deliverables in programmatic research. Any guidelines being developed by HQ/DOE on the Department's Strategic Plan should be incorporated in the laboratory's Strategic Plan. Laboratories can discuss R&D investment criteria as indicated in the President's Management Agenda, selected metrics of quality, relevance and leadership in programs, and program operation of scientific user facilities for the use and benefit of the entire research community. The laboratory's science vision and strategic plan should be consistent with the Department's Strategic Plan and the strategic plans of the DOE programs for which the Laboratory does work. The laboratory's plan should also be consistent with the performance measures and goals described in the Annual Performance Plan for FY 2002.[5] The relationship of the Laboratory's mission with the DOE missions should be presented and reinforced. The Laboratory might include reference to Infrastructure; Work for Others; Science Education; Laboratory Directed Research and Development; and Technology Transfer as part of its Strategic Objectives or Strategies.

In this section the laboratory maps its goals, objectives, and strategies to the Departmental plans listed above. Laboratory objectives should be written to suggest ways of measuring their achievement and progress.

This section should include, either listed separately or incorporated within the presentation of vision, goals or objectives, laboratory director level objectives

[3] Laboratory Operations Board, US Department of Energy, Strategic Laboratory Mission Plan – Phase I, July 1996, Vol. I, p.. 22.

[4] Missions of Laboratories Priority Team, US Department of Energy, Changes and Challenges at Department of Energy Laboratories. 1993, p. 15.

[5] Annual Performance Plan for FY 2002, DOE.CR-0068-9

stated as specific outcome or milestones that are the most critical to the laboratory for the one to five year time frame. Those few objectives identified as "critical" in the Plan are those that are considered to be decisive and indispensable to the laboratory's near term health or future of the laboratory. A laboratory should not identify more than a total of ten objectives as critical in its Scientific and Technical Vision and Strategic Plan and in its Operations and Infrastructure Strategic Plan (Section V.) combined.

It follows that the goals, objectives and strategies of the laboratory become the basis for an integrated performance management system in one form or another. The "critical" objectives are those outcomes against which the laboratory is willing to have its performance measured, and which will be discussed at the on-site review. Critical objectives identified for the purposes of Institutional Planning may be different from, but not inconsistent with, those objectives or expectations developed as part of the performance-based management contract administered by the Operations Office/Site Office.

The situational analysis should describe briefly the status of laboratory programs in relation to the mission or DOE programmatic goals. This section should introduce the reader to major programs at the Laboratory and provide references to additional information (e.g., program plans available from the Laboratory).

The Laboratory should use the Strategic Issues to identify major managerial, operational or programmatic issues the Laboratory wishes to have considered by DOE senior management.

IV. Summary of Major Program Initiatives

Initiatives of major importance to the Laboratory should be identified here. Program offices from which resources are being sought for the initiative should be identified by the B&R code. Resources required to implement the initiative should be shown for the baseline institutional planning period, i.e., FY 2002 through FY 2006 as a minimum. Resources also should be displayed for FY 2001. If the Laboratory wishes, it may prefer to extend the funding requirement table beyond the baseline period to make the phasing and amount of these costs clear. Besides describing R&D and construction planning, the Laboratory should cover the general "plan of action" for National Environmental Protection Act (NEPA) activities related to the initiative as well.

Note: The projected funding for any initiative may be included or excluded from the Resource Projection. If the inclusion of all Laboratory initiatives in the resource tables would result in unrealistically high projections of future Laboratory funding, it may be preferable for the Laboratory to prioritize its initiatives and omit funding of some initiatives from the Resource Projection tables. In any case, it should be clear that the Resource Projections do, or do not, contain the funding for an initiative.

The introduction to the Summary of Major Initiatives should contain the following statement, verbatim or paraphrased by the Laboratory: "Initiatives are provided for consideration by the Department of Energy. Inclusion in this plan does not imply Department approval of or intent to implement an initiative."

V. Operations and Infrastructure Strategic Plan

This Section describes the strategic plans and long range plans of the laboratory in its management and operations, site and facilities functions. Operations functions, as used in Institutional Planning, are functions involving managing the overall Laboratory and supporting the core programmatic and research functions.

They are non-programmatic functions and include:

?? Environment, Safety and Health
?? Communications and Trust
?? Management Practices

For the purposes of the Institutional Plan (1) human capital should be considered part of Management Practices and (2) information resources may be included under either Management Practices or Communications and Trust

As in Section III, the current guidelines being used to develop the Department's Strategic Plan should be used to present the Laboratory Operations Strategic Plan and include the identification of critical objectives that apply to the operations and infrastructure functions. Examples of "critical" objectives reported by SC laboratories are as follows:

"Integrated Safety Management; specific strategic objectives to achieve approved levels of safety performance."

"Community Relations: Indicate how laboratories are involved and benefit the communities

?? Enhance science/math education in regional schools
?? Help create and sustain a diversified and strong local economy
?? Be a leader and valued corporate institution in the region"

"Leadership and Management: Provide details of how leaders/managers and management systems support R&D and drive improvement
?? Provide leadership that fosters a work environment that optimizes staff satisfaction and individual contribution
?? Provide effective management systems to drive improvement
?? Utilize efficient management systems to promote effective operations"

A. Environment, Safety, and Health (ES&H)

The Laboratory should focus on the important ES&H issues and how these issues interface with and affect the site's research mission. This section gives the Laboratory an opportunity to define its overall ES&H goals and objectives and its current conditions and the status of implementing Integrated Safety Management. This section also briefly summarizes the Laboratory's overall long-range plans to ensure compliance with ES&H requirements, as well as stewardship of the environment in ways that are not strictly compliance related. These include land use or site planning initiatives, cooperative programs and studies with state and local organizations and institutions, etc. The Laboratory should explain how its operations would be conducted in a manner that is compatible with the environment, and will not affect public health or safety, as it performs research on behalf of the Nation.

Address activities at the Laboratory funded by the Office of Environmental Management (EM). The Laboratories should address major technical categories that are high priority areas for EM. They include: the management of high-level waste; D&D; environmental remediation and long-term stewardship. Laboratories should summarize their efforts towards identifying short term needs with riskier and more strategic R&D and addressing present actions and plans that focus on the EM R&D initiative and EQ portfolio gaps. The Laboratory should describe successes, as well as potential issues, actions or funding problems that could adversely affect other missions.

B. Communications and Trust

The Laboratory should focus on plans for fostering strong partnerships with communities, regulators and other stakeholders and gaining public trust and recognition of the Laboratory and DOE's contribution to science and technology. The Laboratory should explain its approach to gaining a working understanding of the environmental ethics, environmental issues, and local history of the surrounding communities that are important to the functioning of the Laboratory in the community. The Laboratory should explain how it uses this knowledge of local ethics and issues to improve its stewardship of the local environment as it goes about conducting scientific research on behalf of the Nation.

C. Management Practices

Summarize the measures the Laboratory is taking to improve its business and management practices. The Laboratory should include its goals, initiatives, progress and results in business, administrative, and financial systems. Also, the Laboratory should describe its plan to achieve savings and show progress toward the goal. Areas included under Management Practices follow:

?? Human Capital (Mandatory)
?? Site and Facility Management (Mandatory)
?? Security, Intelligence and Nonproliferation (Mandatory)[6]
?? Contract Administration
?? Performance-based Management
?? Budget, Finance, and Resource Management
?? Quality and Customer Focus Programs
?? Property Management

The first three items above must be included and addressed separately. For the other elements of Management Practices the Laboratory may combine them if the Laboratory feels that approach is the most effective way of describing the situation, goals, objectives, issues and strategies.

1. Human Capital

Address the present actions and plans that the Laboratory views as critical to preserving the vitality, quality and diversity of the scientific and technical

[6] Some laboratories, especially weapons laboratories, may choose to include this topic in the Laboratory Scientific and Technical Vision and Strategic Plan section of the Plan. Laboratory discretion is warranted in determining specific content.

staff, the management, and the support staff. In addition, this provides the opportunity to discuss the Laboratory's present accomplishments and future efforts to create a diversified workforce.

2. Site, Facilities and Infrastructure Management

I. Description of Laboratory Site and Facilities

Provide a brief general characterization of the site and the facilities of the Laboratory including the extent, condition, and utilization of the capital assets. The table, Laboratory Space Distribution, should be provided, unless all space occupied by the Laboratory (including leased) is within the boundaries of a single site. The table, Replacement Plant Value, should be provided. The Condition Assessment process should be briefly described and the condition of existing buildings, utilities and other structures and general purpose equipment should be outlined. For buildings, the following charts should be included: Summary Condition; Age Profiles and Actual, Required and Deferred Maintenance Data (note: data in these charts must be consistent with the data from the Facilities Information Management System (FIMS) database. Condition of utilities or other structures and facilities (OSFs) should be discussed and depicted as appropriate. Laboratories sharing sites with other installations should identify their responsibilities with regard to the site and its operating expense.

II. Laboratory Site and Facilities Trends

Provide a brief general characterization of facilities trends with appropriate explanation/narrative. A list of suggested trend areas follows: change in total square footage; change in the number of buildings (i.e., buildings added; and excess buildings to be removed); change in the number of trailers; change in space leased off-site; change in staff housed in leased space off site; change in utilization of office space on site; change in maintenance funding level; change in maintenance funding as a percentage of replacement plant value; change in deferred maintenance; change in the number of contaminated surplus facilities; change in the number of non-contaminated surplus facilities; and; percentage of space identified as storage; and, percentage of award/incentive fee based on site/facilities/assets management.

III. Summary of 10-Year Infrastructure Plans

In October, 2000 the laboratories submitted a 10-year Strategic Facilities Plans (SFP) for modernizing their infrastructure to support current and planned mission activities in a cost effective, safe, and productive manner. These SFPs are on the SC-82 web site at: http://www.science.doe.gov/SC-80/sc-82/labs21/index.htm along with the SC-80 prepared "*Infrastructure Frontier: A Quick Look Survey of the Office of Science Laboratory Infrastructure"*, which is based on the SFPs and was issued in April, 2001.

The SFPs should be revisited and updated for the planning period FY 2004 to FY 2013 and a summary provided herein. The summary should identify current status, growth assumptions, key issues and objectives of modernization. To assist in being responsive to Congressional language in the FY 2002 budget, the summary should specifically address plans for: "consolidating operations where practicable"; "eliminating excess buildings"; "employing cost efficiencies"; and, "addressing mission-critical requirements through an appropriate mix of renovations and new construction". Identify alternatively financed projects that are planned to support the modernization effort.

Include a Needs Funding Chart that illustrates current budgets (FY 2001 to FY 2003) and projections of identified needs over the ten-year period (FY 2004 to FY 2013) for the following components of infrastructure investment: general purpose line-item construction, GPP, GPE, excess facilities and indirect funded real property maintenance. The FY 2001 to 2003 funding should be consistent with the DOE Infrastructure Crosscut information provided to Congress in March, 2002; this information was shared with or prepared by the laboratories in March, 2002. The specific line item construction projects should be provided in a table and should include: project title, estimated TEC, year project should start, and, for new buildings or building additions, include square feet to be added and square feet to be removed.

Note: Full documentation supporting the planning levels in this Chart should be provided to the attention, Director, Office of Laboratory Infrastructure, SC-82, Germantown, MD 20874. Please contact SC-82 (John Yates @ 301-903-8435 or john.yates@science.doe.gov) for more information on formatting this supporting documentation or if there are any questions.

It is SC's expectation that the 10-year modernization plan will be fully vetted with the lab's senior management and with the laboratory's user community, including university users. Please describe your vetting plan, or its results, in this

section. During the Institutional Planning On-Site Review visits, SC management will be asking each laboratory to describe their vetting process for identifying and prioritizing infrastructure modernization projects.

Please identify the performance measures that are being considered or planned for implementation in FY 2003 to support infrastructure modernization needs.

IV. Assets Management

Discuss the Laboratory's activities in developing an assets management program specifically as it applies to identification and divestiture of materials, equipment and excess facilities no longer needed at the Laboratory based upon DOE's mission and functions.

V. Energy Management and Sustainable Design

Discuss energy management initiatives and results especially experience with utility service contracts. Identify plans/goals for determining Energy Star status of laboratory buildings. and the number of buildings that have achieved Energy Star status.

Briefly describe the labs approach to ensuring sustainable design principles (including pollution prevention) are implementing in all construction, operations and maintenance activities.

3. Security, Intelligence and Nonproliferation

The Laboratory should focus on the important security and intelligence issues and how these issues impact the site's research mission. This section should briefly summarize the laboratories overall long range plans to ensure critical infrastructure protection, and adequate cyber security and integrated safeguards and security management. Address measures to identify and protect sensitive and/or classified information, especially those that involve international collaborations. Summarize status and preparation for impacts related to declarations and visit protocols for nuclear nonproliferation treaties and the chemical and biological weapons conventions. Discuss foreign visits and assignments and measures to protect export control information, cooperative research and development agreements and work for others. [7]

VI. Summary of Major Issues

This section is required for Science laboratories and Environmental Management laboratories only. It is required for the Draft Plan and optional in the Final Plan. The purpose of this section is to identify major managerial, operational or programmatic issues that the Laboratory wishes to have considered by DOE senior management at the on-site review. If an issues is described elsewhere in either the Scientific and Technical Vision and Strategic Plan or the Operations and Infrastructure Strategic Plan this section may very briefly summarize the issue and refer to the location of more complete description.

VII. Resource Projections

This part of the plan contains the following tables and charts:

?? ***Laboratory Funding Summary***
?? ***Laboratory Personnel Summary***
?? ***Funding by Secretarial Officer***
?? ***Personnel by Secretarial Officer***

[7] Laboratory discretion is warranted in determining specific content and applicability, that is, the Office of Science does not have critical infrastructure, but NNSA does, etc.

CONCISE SUMMARY OF REQUIREMENTS

Note: The required formats for the Charts & Tables listed below are defined in the Format Appendix

Draft Plan Only

The cover of the Draft Plan should be marked: "Draft Material - This document does not contain final Agency decisions or opinions and is not releasable under the Freedom of Information Act."

VI. Major Issues

- Required for Science and Environmental Management laboratories only:
- List major managerial, operational or programmatic issues that the Laboratory wishes to have considered by DOE senior management at the on-site review

Draft and Final Plan Requirements

I. The Laboratory Director's Statement

- No content or format requirements

II. Laboratory Mission and Core Competencies

- Concise, conforming to Laboratory role and DOE guidance, include Core Competencies.
- The roles in mission areas described in "Table 1. Applied Mission Roles of DOE's Multiprogram Laboratories," of Strategic Laboratory Missions Plan - Phase I may be included.

III. Laboratory Scientific and Technical Vision and Strategic Plan

- Follow Strategic Planning guidelines being used to development the Department's Strategic Plan and strategic plans of the DOE programs for which the Laboratory does work.
- Status of program activity included in Situation Analysis
- Sources of more information should be referenced.
- Identify "critical objectives" that are considered to be decisive and indispensable to the laboratory's near term health or future. The combined number of "critical objectives" in this section and in Section V below should not exceed ten.

IV. Summary of Major Initiatives

- Section is optional
- If included the following are required:
- Disclaimer of DOE approval
- Resources for initiatives for FY 2003 - FY 2007
- Clarification of exclusion/inclusion in Resource Projections

V. Operations and Infrastructure Strategic Plan

- Follows the Strategic Planning model being developed
- Identify critical objectives for the operations and infrastructure functions
- Focus:
  - environment, safety and health (Integrated Safety Management to be specifically addressed).
  - communications and trust
  - management practices (Human Capital; Site and Facilities Management; and Security, Intelligence and Nonproliferation to be specifically addressed. Level of detail in the Security, Intelligence and Nonproliferation sections to be determined by the laboratories).
- Sources of more information should be referenced.
- Charts and Tables:
  Laboratory Space Distribution
  Replacement Plant Value
  Condition of Laboratory Space; Age of Laboratory Buildings
  Use and Condition of Laboratory Space
  Major Construction Projects

VII. Resource Projections

- Charts & Tables show funding and FTE levels for years FY 2001 to FY 2007:
  Laboratory Funding Summary
  Laboratory Personnel Summary
  Funding by Secretarial Officer
  Personnel by Secretarial Officer

REQUIREMENTS FOR THE INSTITUTIONAL PLANNING ON-SITE REVIEW

OVERVIEW

The Institutional Planning On-Site Review is an important part of Laboratory stewardship provided by the Institutional Planning Process. The Review provides a forum for discussion of Laboratory issues and program and operational initiatives. It also provides the Cognizant Secretarial Officer with information on the activities of Laboratory management and on their effectiveness in carrying out the policies and guidance of the Department in the Laboratory operations area. On-Site Reviews consist of the DOE Caucus, the Laboratory Review, and the Executive Session. Characteristics of the MULTI PROGRAM Laboratory On-Site Review include:

?? The meetings are chaired by the Cognizant Secretarial Officer
?? The review of a Laboratory should be approximately one day
?? Program Secretarial Officers with significant current, or anticipated, work at a Laboratory should participate in the review or send senior technical personnel to represent their program.
?? The review may be completed before the Department's internal review of the budget.

For Office of Science laboratories additional opportunities to interact with laboratory staff may be requested, e.g., all hands meetings, visits to researchers to discuss specific research projects, and round table discussions with science education and/or diversity groups from the labs.

The DOE Caucus

The DOE Caucus begins the On-Site Review and usually lasts for 30 minutes to an hour. The Caucus provides the Cognizant Secretarial Officer and the DOE attendees with the Operations Office/Site Office perspective of the Laboratory's programmatic and operational activities and informs Caucus participants of any important or controversial issues that may come up at the Laboratory Review. The Operations Office/Site Office also provides an overview and assessment of the management activities within the Laboratory. The Operations Office/Site Office in coordination with Headquarters develops the Caucus agenda. A typical Caucus agenda should include the following topics:

Laboratory Issues and Initiatives - Operations Office/Site Office Position

Operations Management
- Integrated Safety Management Assessment
- ES&H/Environmental Management Issues and Status
- Infrastructure and Facility Condition/Needs
- Security Issues
- Institutional Issues/Business Practices/Overhead

Implementation of Contract Performance Measures and Their Status
- Laboratory Response to its Annual Appraisal

Communication and Community Relations
- Local, Regional, National
- Science Education

Laboratory Work for Others - Status or Problems

Human Capital/EEO Program Status

Problem Areas - Lapses in Laboratory Performance

The Laboratory Review

A typical agenda for the Laboratory Review includes the topics listed below.

Introductory Comments by the Cognizant Secretarial Officer

Report of the Contractor Representative

Laboratory Director's Overview

The Strategic Plan of the Laboratory

Laboratory Issues (Laboratory presentation followed by DOE/Laboratory discussion)

Major Initiatives (Laboratory presentation followed by DOE/Laboratory discussion)

Partnerships and Laboratory Collaborations

Institutional Management
As Appropriate:
- Facilities and general infrastructure needs
- ES&H/Integrated Safety Management
- Management and Business Practices
- Human Capital Management/Equal Employment Opportunity
- Science Education Support
- Work for Others
- Laboratory-Directed R&D

Closing Statements

The Executive Session (Optional)

The Executive Session consists of the Cognizant Secretarial Officer, the Operations Office Manager/Site Office Manager, the operating contractor representative, the Laboratory Director, and the Director, Office of Laboratory Policy (SC-7). In addition to providing a brief summary of Departmental Guidance and the Laboratory position discussed during the Laboratory Review, it provides an opportunity to discuss sensitive issues such as human capital and Laboratory performance.

The Report on the On-Site Review

The Cognizant Secretarial Officer reports the results of each Institutional Planning On-Site Review. The Operations Office/Site Office prepares a summary of the review with action items, Headquarters guidance, and significant questions raised during the review. An abbreviated report appears in the Secretary's Weekly Highlights after the On-Site Review. The final report consists of a guidance letter from the Cognizant Secretarial Officer through the Operations Office Manager/Site Office Manager to the Laboratory Director summarizing DOE guidance on issues and initiatives raised at the On-Site Review. This letter also grants preliminary approval of the Draft Plan as the Final Plan. Approval indicates that the Plan presents Laboratory activities wanted by the Department; Laboratory missions are appropriate for the Laboratory; and that program emphasis, external interactions, and level and nature of the coming budget year (FY 2003) is properly indicated and appropriate. This includes the level and nature of Work for Others.

APPENDIX

THE ORGANIZATIONAL ROLES IN INSTITUTIONAL PLANNING

The Secretary's Role

The Secretary's roles in Institutional Planning are establishing major policies for Laboratory planning, review of planning results to ensure their appropriateness to DOE objectives, and assessing the stewardship responsibility of the Cognizant Secretarial Officers for their respective laboratories. The Secretary may establish planning policies for the laboratories by issuing an annual policy guidance letter to the Field, or through the DOE Strategic Plan.

Departmental Role of the Director, Office of Science

The Director, Office of Science develops and maintains the Institutional Planning Process for the Department.

The Institutional Planning Working Group

The Institutional Planning Working Group provides a self-assessment of the prior year's Institutional Planning Process and updates the planning requirements. The Group is chaired by the Director, Office of Laboratory Policy, Office of Science.

An annual meeting in the January/February time frame is held consisting of the senior planning officers from each laboratory, the Operations Offices/Site Offices, and participating Headquarters organizations.

The Cognizant Secretarial Officer's Role

The Cognizant Secretarial Officer (CSO) is responsible for stewardship of the assigned laboratories, and for the conduct of the Institutional Planning Process, the mechanism through which general policy and management stewardship is carried out. The CSO initiates the laboratory Institutional Planning cycle by receiving the annual Institutional Plans from the assigned laboratories. Guidance is provided concerning planning requirements, assumptions, or program decisions. A date for the On-Site Review is then scheduled.

The CSO coordinates review of the Draft Plan by: reviewing the proposed mission statement, strategic plan, and initiatives; obtaining program Secretarial Officers' critiques of issues, plans, and initiatives related to their areas; and providing comments and guidance from these reviews to Laboratory management.

The CSO's functions regarding On-Site Reviews are (1) to arrange the meeting dates and establish the agendas and (2) to conduct the review by discussing issues, initiatives, the strategic plan, and other items of managerial interest. The CSO assigns responsibility for action items and provides guidance to the Laboratory Director on issues and initiatives raised in the Draft Plan and at the On-Site Review. Significant results of the reviews are reported to the Secretary.

The CSO's functions relating to the Institutional Plan consist of approving the Plan based on input from Headquarters organizations and the Operations Office/Site Office. Approval of the Plan is an endorsement of the laboratory's mission, vision and strategic plan and validates that they are aligned with Departmental missions, plans, programmatic level of activities and level of Work for Others. Ensuring those action items resulting from the On-Site Review are completed, approving deviations from the Laboratory's approved baseline that are beyond the authority delegated to the Operations Office/Site Office, and resolving Laboratory issues that do not require action by higher management are done by the CSO during the operating year.

The Operations Office/Site Office Manager's Role

The Operations Office/Site Office manager is the Government Contracting Officer responsible for the Laboratory. The Operations Office/Site Office manager reviews the Draft Plan and provides comments to the Cognizant Secretarial Officer. The Operations Office/Site Office review should cover: proposed DOE work, identifying work that may be inappropriate; major Laboratory issues, major initiatives, with evaluation of appropriateness and recommendations on priorities; disposition; projected level of WFO, and work requiring special management consideration.

For the On-Site Reviews the Operations Office/Site Office recommends agenda items, identifies Operations Office/Site Office issues; presents the Operations Office/Site Office position at the DOE Caucus; reports on Integrated Safety Management and any Environmental Management issues/status; infrastructure and/or facility needs; status of contractor performance measures; Laboratory and Community Relations activities; Laboratory Work for Others; Laboratory Directed R&D; provides an evaluation and status of Laboratory actions on recommendations in the most recent appraisal; and summarizes the results of the On-Site Review for use in the report to the Secretary.

The Operations Office/Site Office Manager ensures that all substantive comments on the Draft Plan and recommendations from the On-Site Review are addressed in the Final Plan (see sample memo in Table 24, on page 27).

Throughout the year the Operations Office/Site Office monitors assignments of work, notifying Headquarters of significant departures from plan baselines or problems that require resolution; and manages Work for Others, monitoring Laboratory acceptance of WFO, and reporting any problems to Headquarters.

The Program Secretarial Officers' Role

Program Secretarial Officers (PSO) provide essential inputs to the Institutional Planning Process. Program comments on Draft Plans and participation in On-Site Reviews provide important contributions to Laboratory long-range planning. The PSOs review mission statements and issues and provide comments to the CSO. They review the initiatives and provide comments on their acceptability, priority, or timing and evaluate program discussions and resource projections providing comment on their consistency with long-range program plans. As the PSOs prepare their Strategic and Multi-Year Program Plans (MYPPs) copies should be sent to the laboratories for incorporation into their Strategic and Institutional Plans.

PSOs participate in On-Site Reviews of laboratories with significant work in their areas of interest, or with major issues or initiatives related to their programs. Final Plans are reviewed to identify issues and research initiatives, to include them and the results of the Institutional Planning Process into the development of Strategic Plans and MYPPs as appropriate. Throughout the operating year the PSO provides the Laboratory program planning information for incorporation into the Laboratory Institutional Plan and the Strategic Plan.

The Operating Contractor's Role

The operating contractor, who establishes and monitors Laboratory management, is responsible for the overall successful operation and development of the Laboratory. The contractor participates in the On-Site Review by presenting the contractor's policies for Laboratory management and the means by which management performance is monitored, e.g., external reviews and performance-based management. The operating contractor discusses the status of contract performance measures and Laboratory management's response to recommendations from the last Laboratory appraisal; and participates in the resolution of major issues. The contractor's participation at the On-Site Review provides an opportunity for the Department and the Laboratory to establish an understanding of the Laboratory's future in relation to the DOE Strategic Planning Process and other Departmental initiatives that can affect Laboratory operations and management.

The Laboratory Director's Role

The Laboratory Director is responsible for the day-to-day operation of the facility, implementation of programs and the long-range maintenance and development of the Laboratory. Laboratory planning consists of: developing and maintaining a strategic planning process for the Laboratory and using the results of strategic planning as a basis for ancillary plans and operating plans. In preparing the Draft Institutional Plan the Laboratory Director: incorporates Departmental guidance into the development of the mission statement for the Laboratory; assesses the results available from the DOE Strategic Planning Process in developing the Laboratory Strategic Plan; uses all available guidance from programs in developing the Draft Plan; and prepares Plans for submittal to Headquarters consistent with instructions.

The Laboratory is the usual location for the On-Site Review. In preparing for the meeting, the Laboratory Director: coordinates the agenda with the CSO; notifies the contractor and ensures contractor participation; oversees the

management content of the presentations; addresses the status of actions from the latest appraisal in the Executive Session of the review.

The Laboratory Director provides the final Institutional Plan to Headquarters and the Operations Office/Site Office. The Director incorporates guidance from the On-Site Review into the final Plan and ensures preparation and production of the Final Plan is on schedule.

The Cognizant Secretarial Officers

The current assignments of MULTI PROGRAM laboratories to Secretarial level Officers is shown below:

Director, Office of Science

Argonne National Laboratory
Brookhaven National Laboratory
Lawrence Berkeley National Laboratory
Oak Ridge National Laboratory
Pacific Northwest National Laboratory

National Nuclear Security Administration

Lawrence Livermore National Laboratory
Los Alamos National Laboratory
Sandia National Laboratories

Assistant Secretary for Environmental Management

Idaho National Engineering and Environmental Laboratory

TABLE & CHART FORMATS

The format definitions in this appendix are the required formats for all data tables and charts that must be included in the Institutional Plan.

Table 2

LABORATORY FUNDING SUMMARY

($ in Millions-BA)	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007
DOE Effort 1/							
Work for Others							
TOTAL OPERATING							
Program Capital Equipment							
Program Construction 2/							
General Purpose Facilities 2/							
General Plant Projects							
General Purpose Equipment							
Total Laboratory Funding							
Proposed Construction 3/							
TOTAL PROJECTED FUNDING							

1/ "DOE Effort" includes net of transfers to other DOE contractors.
2/ "Program Construction" and "General Purpose Facilities" should not include any Proposed Construction.
3/ "Proposed Construction" is an optional estimate of future construction funding.

Table 3

LABORATORY PERSONNEL SUMMARY

(Personnel in FTE)	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007
DIRECT 1/							
DOE Effort							
Work for Other than DOE							
Total Operating							
Other Direct							
TOTAL DIRECT							
TOTAL INDIRECT							
TOTAL PERSONNEL							

1/ Categorization of direct personnel is optional and need not be provided. If no breakdown of direct is shown, do not include "Total Direct." Indirect personnel may also be categorized, at the option of the Laboratory.

Table 4

FUNDING BY SECRETARIAL OFFICER

($ in Millions - BA)	FY2001	FY 2002	FY2003	FY2004	FY2005	FY 2006	FY2007
Secretarial Officer Title (#1) 1/							
Operating							
Capital Equipment							
Construction 2/							
TOTAL SECRETARIAL OFFICER (#1)							
All funding should have appropriate burdens applied. Provide "Operating," "Capital Equipment," and "Construction" categories as necessary throughout the table.							
Secretarial Officer Title (#2), etc.							
Miscellaneous DOE Programs							
Other DOE Facilities							
Net reimbursable DOE Work							
TOTAL DOE PROGRAMS							
WORK FOR OTHERS *Only laboratories for which SC is the CSO must show the breakdown*							
NSF *of Work For Others*							
NRC							
DOD							
HHS/NIH							
NASA							
EPA							
Other Federal Agencies							
Private Industry							
All Other Non-Federal							
(SC Laboratories Only) Provide breakout of NSF, NRC, DOD, HHS/NIH, EPA and NASA regardless of level of effort. "Other Federal Agencies" are those with less than $1 million per year in funding. Do not include CRADA funding in Work For Others.							
TOTAL PROGRAM FUNDING							
General Purpose Equipment (GPE)							
General Plant Projects (GPP) 2/							
General Purpose Facilities (GPF)							
Proposed Construction 3/							
"Proposed Construction" should equal line in Funding Summary and "Total Projected Funding" should equal total in Funding Summary.							
TOTAL PROJECTED FUNDING							

1/ "DOE Effort" includes net of transfers to other DOE contractors.
2/ "Program Construction" and "General Purpose Facilities" should not include any Proposed Construction.
3/ "Proposed Construction" is an optional estimate of future construction funding.

Table 5

PERSONNEL BY SECRETARIAL OFFICER

Full-Time Equivalent (FTE)	FY2001	FY 2002	FY2003	FY2004	FY2005	FY 2006	FY2007
Secretarial Officer Title (#1)							
Operating							
Capital Equipment							
Construction							
TOTAL SECRETARIAL OFFICER (#1)							
Provide direct labor in FTE under "Secretarial Office #1," etc. Direct labor may be categorized as Operating, Equipment, or Construction if necessary under Laboratory classification system. Breakdown is not required.							
Secretarial Officer Title (#2), etc.							
Miscellaneous DOE Programs							
Other DOE Facilities							
Net reimbursable DOE Work							
TOTAL DOE PROGRAMS							
WORK FOR OTHERS *Only laboratories for which ER is the CSO must show the breakdown of Work For Others*							
NSF							
NRC							
DOD							
HHS/NIH							
NASA							
EPA							
Other Federal Agencies							
Private Industry							
All Other Non-Federal							
(SC laboratories only) Provide breakout of NSF, NRC, DOD, HHS/NIH, EPA and NASA regardless of level of effort. Other Federal agencies are those with less than $1 million per year i n funding. ***Do not include CRADA funding in Work For Others***							
TOTAL PROGRAM EFFORT							
General Purpose Equipment (GPE)							
General Plant Projects (GPP)							
General Purpose Facilities (GPF)							
Proposed Construction							
TOTAL DIRECT PERSONNEL							
TOTAL INDIRECT PERSONNEL							
TOTAL LABORATORY PERSONNEL							

Table 6

LABORATORY SPACE DISTRIBUTION

Location	Area (Sq.Ft.)
Main Site	
Leased-University	
Leased-Off Site	
TOTAL	

Table 7

FACILITIES REPLACEMENT VALUE

Facility Type	Replacement in Current $
Buildings	
Utilities	
All Other	
TOTAL	

Table 8

MAJOR CONSTRUCTION PROJECTS

($ in Millions - BA)	TEC	FY2001	FY 2002	FY2003	FY2004	FY2005	FY 2006	FY2007
Funded Construction 1/								
Program Line Item Projects								
GPF Line Item Projects								
TOTAL FUNDED CONSTRUCTION								
Budgeted Construction 2/								
Program Line Item Projects								
GPF Line Item Projects								
TOTAL BUDGETED CONSTRUCTION								
TOTAL FUNDED & BUDGETED								
Proposed Construction								
Program Line Item Projects								
GPF Line Item Projects								

1/ Include projects funded at least for Title I. Minor projects may be grouped.
2/ Include projects in DOE budget request, at least for Title I.

Figure 1

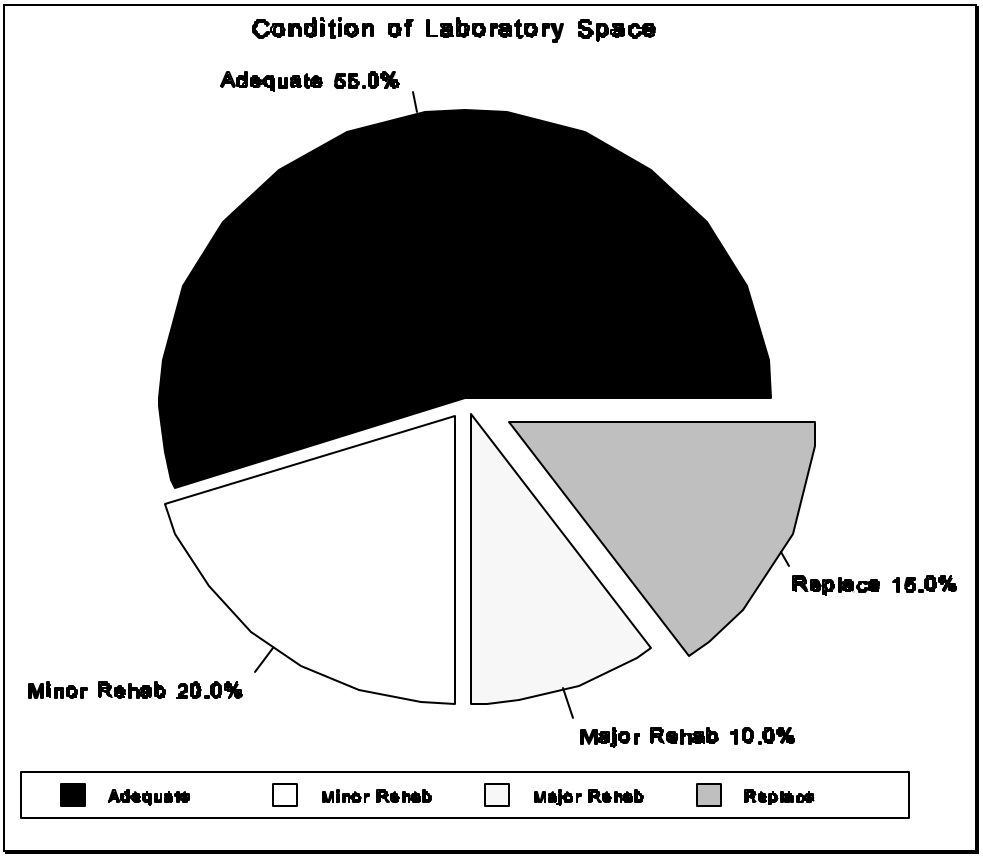
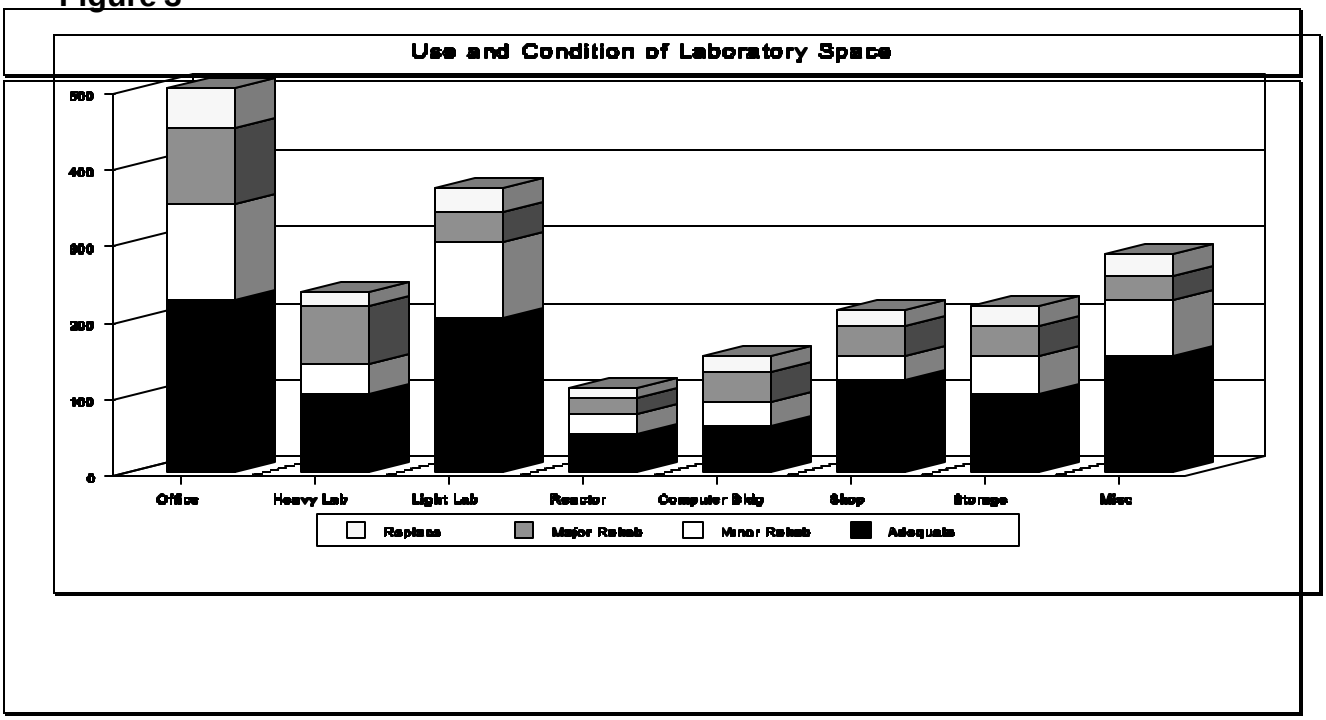
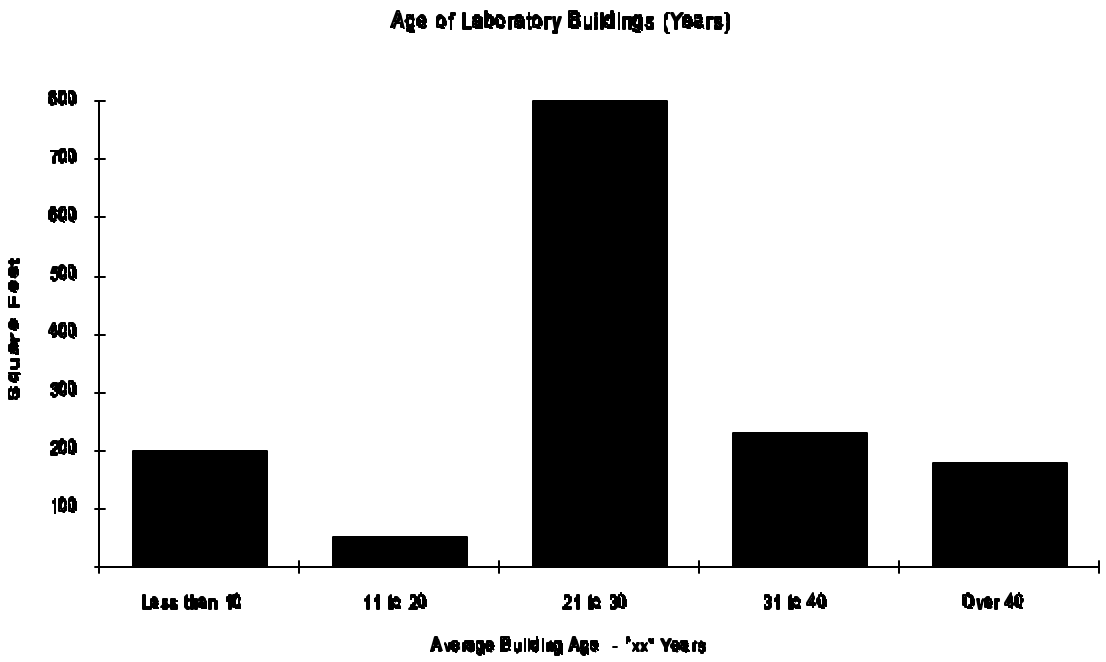


Figure 3




Age of Laboratory Buildings (Years)
Square Feet
800
700
600
500
400
300
200
100
Less than 10
11 to 20
21 to 30
31 to 40
Over 40
Average Building Age - "xx" Years

United States Government Department of Energy

Memorandum

DATE:

REPLY TO
ATTN OF: Manager, DOE Operations Office/Site Office

SUBJECT: Review of Laboratory Institutional Plan

TO: Cognizant Secretarial Officer

We have completed our review of the Laboratory Institutional Plan FY 2003-2007 based on comments received from DOE/HQ and this Operations Office/Site Office. It is our determination that the Plan reflects the integration of these comments, proposes an appropriate Work for Others funding level and mix, and is in conformance with DOE guidelines. It is our judgement, therefore, that this Plan meets the requirements of your earlier conditional approval and should be considered final.

Operations Office Manager/Site Office Manager